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Mapping of UNICEF partnerships and collaborative relationships

Summary

In decision 2007/1, the Executive Board requested a report on UNICEF partnerships, including an overview of existing partnerships. UNICEF developed the "Strategic framework for partnerships and collaborative relationships" (E/ICEF/2009/10), presented to the Executive Board at its 2009 annual session, to help the organization to become more coherent and strategic when working with and through others to achieve results for children. Complementing the strategic framework, this mapping document describes the current UNICEF partnership engagements and the modalities of cooperation, as well as the contribution of partnerships and collaborative relationships to achieving outcomes for children and to UNICEF priorities as outlined in the medium-term strategic plan (MTSP) 2006-2013.

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I. Background, purpose and scope

1. **Definition**. Partnerships are "voluntary and collaborative relationships between various parties, both public and non-public, in which all participants agree to work together to achieve a common purpose or undertake a specific task and, as mutually agreed, to share risks and responsibilities, resources and benefits".[1]

2. UNICEF engages in a broad range of partnerships (those based on a written agreement, which may involve the exchange of resources) and collaborative relationships (those based on an informal agreement and not involving transfer of resources). Many of them evolve over time.[2] Some relationships start as or develop into formal partnerships, while others remain informal collaborative relationships. Partnerships and collaborative relationships are distinct from commercial contractual arrangements regulating the delivery of services or the provision of goods.

3. Since its inception, UNICEF has worked with a broad range of partners to achieve results for children all over the world. UNICEF cooperates with (among others) Governments; other United Nations agencies, funds and programmes; civil society organizations (CSOs); the corporate sector; foundations; knowledge institutions; the media; and children and youth organizations to achieve the protection and fulfilment of children's rights. In doing so, UNICEF is guided by the Convention on the Rights of the Child, which forms the basis for all partnerships and collaborative relationships.

4. This mapping focuses on UNICEF involvement in Global Programme Partnerships (GPPs); interactions with CSOs, including humanitarian non-governmental organizations (NGOs), community-based organizations and youth groups; and engagement with business partners in the corporate sector and with other partners, including the media and knowledge partners.

5. Another strong focus is on partnerships and collaborative relationships involving the National Committees for UNICEF. National Committees are an integral, albeit independent, part of the UNICEF family, unparalleled within the United Nations system. Located in 36 industrialized countries, UNICEF National Committees are autonomous NGOs, subject to national legislation and public scrutiny. Their relationship with UNICEF is governed by a Recognition and Cooperation Agreement. National Committees contribute up to one third of the

[1] This definition of partnerships was included in United Nations General Assembly resolution 62/211 of 19 December 2007.

[2] This mapping draws on the following sources: "Evaluation of UNICEF's Engagement in Global Programme Partnerships" (UNICEF Evaluation Office, 2009); "Mapping UNICEF Engagement in Global Programme Partnerships" (UNICEF Programme Partnerships Unit, 2008), "Review of UNICEF's Partnerships with Civil Society Organizations" (Bernard and Kuruvilla, 2006); "Global Review of UNICEF's Corporate Partnerships" (OTF Group, 2008); "Realising the Potential. Mobilising and Maximising the Corporate Contribution to UNICEF's Mission" (The Partnering Initiative, 2007); "Enhancing the Dialogue between UNICEF and NGOs in Humanitarian Action — report on the consultation (UNICEF Office of Emergency Programmes, 2008)"; "Report on the midterm review of the medium-term strategic plan 2006-2009 (E/ICEF/2008/18)", "Revised annexes to the medium-term strategic plan" (E/ICEF/2008/19), as well as consultations through workshops, interviews and online surveys with UNICEF country offices in all geographical regions, programme units, National Committees for UNICEF, CSO partners, youths, and external experts represented in the project Sounding Board.

UNICEF global budget by raising funds and selling greeting cards and other products. Moreover, they advocate for children's rights, both at the domestic and international levels, and carry out development education activities. In these activities, National Committees engage with a variety of partners from the corporate sector, civil society and other areas, thus forming an important part of the UNICEF network of partnerships and collaborative relationships.

6. In this mapping, collaboration with other United Nations agencies, funds and programmes, an essential part of the United Nations coherence process, is considered mainly in the context of GPPs. UNICEF is strongly committed to the United Nations coherence process and to making the United Nations development system, and the United Nations humanitarian response to natural and man-made disasters, more effective and efficient in order to achieve internationally agreed development goals, to produce better results for children and to ensure the realization of children's rights. By strengthening its alliances within the United Nations system, UNICEF effectively contributes to implementation of the Millennium Summit Declaration and to achievement of the Millennium Development Goals through advocacy and partnerships that generate sustained investments in children's survival, development and protection. This mapping document outlines steps to strengthen collaboration with sister agencies at all levels to make more efficacious use of the particular expertise and capacities of UNICEF in improving the lives of children. The UNICEF Executive Director is a member of the United Nations System Chief Executives Board for Coordination, and UNICEF takes an active — and often leadership — role in all the relevant inter-agency mechanisms. UNICEF recently approved its action plan on the triennial comprehensive policy review of operational activities for development of the United Nations system (General Assembly resolution 62/208 of 19 December 2007). In addition, the organization has been a key participant in all Delivering as One pilot countries. Collaboration among UNICEF and other United Nations agencies is further covered in other documents such as the MTSP and country programme documents.

7. An area not covered by this mapping is the UNICEF relationship with Governments, which is at the core of UNICEF work, both in programme countries and in headquarters and regional offices. UNICEF assists in implementation of programmes at the local and national levels in 155 countries as set out in Basic Cooperation Agreements with the host Governments and set out in Country Programme Action Plans developed in line with the MTSP. In its 'upstream' work at country level, UNICEF advocates for policy change in order to ensure that children are at the centre of the national development agenda. At global and regional levels, UNICEF engages with Governments in policy dialogue on behalf of children. As the most important donors to UNICEF, Governments underline their commitment to children's survival, growth and development.

II. Global programme partnerships

8. **Definition**. GPPs are voluntary and collaborative relationships that (a) reach an explicit agreement at the global level on programmatic objectives that are relevant to the promotion and protection of children's rights and the achievement of internationally agreed development goals, including the Millennium Development Goals, (b) have a programmatic focus extending across more than one region of the

world, (c) involve multiple public and non-public stakeholders who are actively engaged in the partnerships and programmatic decision-making at the global level, and (d) establish formal or informal modalities of cooperation to achieve these objectives in a medium- or long-term framework.[3] In many GPPs, UNICEF collaborates with other United Nations agencies, funds and programmes, as well as external partners. Not considered as GPPs, however, are United Nations inter-agency mechanisms, except when external actors are involved in the management structures of these mechanisms, as well as bilateral partnerships, professional associations, public interest groups and networks, global conferences and expert committees.

9. **Overview**. GPPs have become an important part of the development landscape. UNICEF estimates that there are currently 181 GPPs that meet its definition of the term. UNDP has counted participation in at least 400 global partnerships (relying on a slightly different definition), and the World Bank participates in 125 global and 50 regional partnership programmes. GPPs have evolved over time and are unevenly distributed across issue areas. Many stakeholders engage in sectors such as health and HIV/AIDS, whereas fewer engage in areas such as education.

10. While UNICEF has participated in GPPs since the 1970s, its engagement in this form of partnership has greatly expanded in recent years, particularly between 1996 and 2005. UNICEF currently is a partner in 80 GPPs and has a governance role in 35 of them. Half of these partnerships concentrate on health and HIV/AIDS. Other programmatic areas (in declining order by number of engagements) are water, sanitation and hygiene; nutrition; education; humanitarian aid; and early childhood development; as well as other areas such as road safety. UNICEF is also engaged in several cross-cutting GPPs such as Statistics for Development.

11. **Modalities of cooperation**. GPPs can have very different structures, depending on their roles, scope, legal status and participants. They can take the form of alliances, partnership organizations, networks, joint advocacy campaigns, task forces, consortia and coalitions. Usually, but not always, they include a secretariat function. In GPPS that are not legally constituted, the secretariat is often hosted by one of the partners; in legally constituted GPPs, the secretariat is often independent.

12. The UNICEF role in GPPs is multifaceted and often emphasizes functional areas in which UNICEF is seen as holding a strong comparative advantage. These include playing a convening role, providing policy expertise and strategic information, coordinating advocacy campaigns, providing procurement services, helping to mobilize resources and obtain in-country technical assistance and serving as an observer. UNICEF often plays multiple roles at the country, regional and global levels. Concrete examples include the following:

[3] This definition has been developed as part of the "Evaluation of UNICEF's Engagement in Global Programme Partnerships" (Evaluation Office, 2009). It is closely related to that used by the World Bank, which defines global and regional programme partnerships as "programmatic partnerships in which: the partners contribute and pool resources (financial, technical, staff, and reputational) toward achieving agreed-upon objectives over time; the activities of the programme are global, regional, or multi-country (not single-country) in scope; the partners establish a new organization with a governance structure and management unit to deliver these activities" (http://go.worldbank.org/R1ARIPKP60).

(a) **Founding partner**. UNICEF has played an active part in setting up GPPs, for example in the Joint United Nations Programme on HIV/AIDS (UNAIDS), the GAVI (Global Alliance for Vaccines and Immunization) Alliance, the Global Alliance for Improved Nutrition, the United Nations Girls' Education Initiative, and Renewed Efforts Against Child Hunger and the Global Public-Private Partnership for Handwashing with Soap;

(b) **Host**. In a few cases, UNICEF lends its legal status to GPPs by hosting the secretariat and providing administrative support, or by acting as the secretariat itself. UNICEF hosted the secretariats of the GAVI Alliance through December 2008 and the Global Movement for Children through February 2009, and now hosts the secretariats of the United Nations Girls' Education Initiative and the Donors Working Group on Female Genital Mutilation/Cutting;

(c) **Implementing partner**. In other cases, UNICEF receives funding, particularly from global programme funds. Funding is received for the provision of procurement services to developing countries or for implementation of projects. In 2007, for instance, the GAVI Alliance channelled almost $48 million through UNICEF; the Global Fund to Fight AIDS, Tuberculosis and Malaria provided over $12 million; and UNAIDS provided over $11 million;[4]

(d) **Board member**. In some initiatives, UNICEF plays a governance role. Most commonly, this involves UNICEF becoming an observer to, or a member of, a GPP board, as it was the case in the Roll Back Malaria Partnership. In initiatives such as the Active Learning Network for Accountability and Performance, UNICEF assumes board membership on a rotating basis.

13. **Functions and outcomes**. GPPs usually focus on a specific sector or theme, such as agriculture, environment, health, HIV/AIDS, human rights, nutrition, finance or international trade, and they advocate for greater attention to be paid to specific issues or approaches in that field. Their functions vary considerably. Some are policy or knowledge networks that facilitate communication, advocate for policy change and generate and disseminate knowledge and good practices in a sector. Other partnerships provide technical assistance to support national policy and institutional reforms, strengthen capacities or catalyse investment in a sector. The largest programmes also provide resources to support provision of global, regional or national public goods. This includes global programme funds, which channel funding to specific development objectives across countries. Global programme funds have grown in number since 2000 and, though small compared to global aid flows, have become significant in many recipient countries. They are now sometimes the dominant source of finance for specific sectors.

14. Through GPPs, UNICEF harnesses multiple stakeholder partnerships to shape the international response to *major development challenges*.[5] GPPs play an important role in developing new products and supporting national policy, institutional reforms and capacity-building. By fostering a child-centred development agenda, GPPs also contribute to expanding country-level systems and services to deliver public goods through innovative financing mechanisms.

[4] Cf. UNICEF Annual Report 2007.

[5] The functions of different partnerships and groups of partners highlighted in italics are summarized in a graph in the "Strategic framework for partnerships and collaborative relationships" (para. 15).

Moreover, GPPs create and disseminate knowledge and generate learning opportunities, since they typically mobilize experts and a range of views, experiences and good practices from other organizations. They are also a positive force for harmonizing policies among development partners; by participating in GPPs, UNICEF is able to support international coherence at the policy level in response to challenges affecting children.

III. Partnerships and collaborative relationships with civil society organizations

15. **Definition**. The term "civil society" refers to the sphere of autonomous associations that are independent of the public and for-profit sectors and are designed to advance collective interests and ideas. CSOs can take a variety of different forms, including international and national NGOs, community-based organizations, civic movements, advocacy groups, trade unions, faith-based organizations, youth groups and professional voluntary associations.[6] CSOs perform diverse functions, such as delivering basic social services, mobilizing popular support for specific causes and engaging governments in policy dialogue. Certain organizations, such as corporate foundations, knowledge institutions and the media, can be classified as either civil society or private sector, and are dealt with elsewhere in this mapping.

16. **Overview**. UNICEF has a long history of working with like-minded CSOs to achieve results for children. In the 1970s, for instance, CSOs engaged in maternal and child health and nutrition, and spearheaded the International Year of the Child, a global campaign that raised awareness of the special needs of children. In the 1980s, civil society support for the 'Child Survival and Development Revolution' laid the groundwork for the World Summit for Children in 1990. Civil society also proved an invaluable ally for the United Nations General Assembly Special Session on Children in 2002.

17. UNICEF engages with CSOs at the global, regional and country levels. An example of a crucial partner at the global level is the International Council of Voluntary Agencies, an international advocacy alliance of NGOs for humanitarian action. In the area of global development and child rights advocacy, UNICEF has forged partnerships with international NGOs such as Save the Children and World Vision, international sporting associations (International Olympic Committee, International Cricket Council, and Special Olympics International), international faith-based actors (Global Network of Religions for Children and the World Conference on Religions for Peace), and global youth organizations (Boy Scouts, Girl Guides, Young Men's/Young Women's Christian Associations and the Red Cross and Red Crescent Societies).

18. At the country level, UNICEF work with international, national and community-based CSOs cuts across technical and thematic areas. The role of CSOs in UNICEF programmes is recognized in the Country Programme Action Plan, which is agreed by UNICEF and host Governments and serves as the basis for UNICEF activities in individual countries. In addition, UNICEF regularly

[6] This definition is closely related to the definition employed by the Panel of Eminent Persons on United Nations-Civil Society Relations ("Cardoso Panel").

collaborates with CSOs to prepare for and respond to emergencies. Due to the sheer volume and complexity of UNICEF engagements with CSOs, as well as the organization's limited capacity for tracking CSO partnerships across countries and programme areas, it is impossible to precisely gauge the total number of CSO partners at any level.

19. **Modalities of cooperation**.[7] UNICEF country offices, regional offices and headquarters have several options for cooperating with CSOs. These modalities, as well as the conditions for engagement, are described in detail in an internal guidance note.[8] The guidelines set minimum conditions for potential partners, stating that UNICEF should work with CSOs (a) that have missions, mandates and values consistent with those of UNICEF and (b) that have the appropriate technical and professional expertise, credibility with communities and capacity for outreach. The guidelines state that when UNICEF provides funding, CSOs must meet certain minimum standards regarding their managerial abilities, accounting systems and financial procedures, and they must have a proven track record in project implementation. These selection criteria are currently under review.

20. Specifically, engagement modalities for CSOs include the following:

(a) **Memorandum of understanding (MOU)**. MOUs support strategic alliances between UNICEF and CSOs with closely related missions. MOUs typically do not involve any transfer of funds or supplies, but establish advocacy alliances or outline spheres of cooperation. For example, at the global level, UNICEF signed an MOU with the Young Women's Christian Association for strengthened collaboration at global and country levels. Where the parties to the MOU decide to jointly undertake specific initiatives that involve a transfer of funds, separate arrangements are put in place;

(b) **Project cooperation agreement**. Under this agreement, CSOs design and implement projects supported by UNICEF. As partners, CSOs are expected to add value beyond the delivery of a specific product or service and are therefore not easily interchangeable with other organizations;

(c) **Small-scale funding support agreement**. This agreement, the value of which cannot exceed $10,000, can be used to support and cooperate with small and informal civil society groups that do not have the capacity to handle complex administrative processes. Such an agreement lowers the administrative burden for both sides and can be used for capacity-building as well as small projects;

(d) **Informal relationship**. Finally, UNICEF routinely engages with CSOs informally, such as in advocacy initiatives and related activities. In informal relationships, UNICEF does not provide funds or supplies to other organizations.

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[7] Note that not every UNICEF engagement with a CSO constitutes a "partnership" or "collaborative relationship", as defined at the beginning of this text. CSOs may also be engaged as contractors to provide specific services or goods against payment. The modality for administering this type of arrangement is the Special Service Agreement. NGOs contracted under such agreements must be selected competitively in accordance with established rules and guidelines, which typically require a review of the selection process by the Contract Review Committee.

[8] Guidance for Collaboration with Non-Governmental Organizations and Community-Based Organizations in Country Programmes of Cooperation (UNICEF, 2005).

Informal cooperation can yield important benefits through the sharing of knowledge or coordination of activities.

21. **Functions and outcomes**. Partnerships and collaborative relationships with CSOs leverage results for children in several ways, as described below.

22. **Implementing programmes**. CSO partnerships extend the reach and effectiveness of UNICEF programmes across focus areas and operating contexts. National and community-based CSOs, in particular, often have deep knowledge of the local context, as they navigate access to different population groups and mobilize popular support for positive behaviour change. The NGO Bamporeze in Rwanda, for example, implements a community-based protection programme for children orphaned by AIDS that is supported by UNICEF. Bamporeze realized that it would not be possible to find foster families for all the orphaned children in the country and thus decided to focus on organizing support through communities. They help orphaned children to continue their education, learn skills, and access information on reproductive health and life skills.

23. **Generating technical knowledge and innovative practices**. The local and technical knowledge and expertise of CSOs often enable them to develop innovative solutions for children. Through partnerships and collaborative relationships with UNICEF, these solutions can be replicated and taken to scale. The Woman to Woman Initiative on HIV/AIDS in Somalia, for example, has been the first systematic effort in the country to provide women with a safe space to learn about HIV prevention, care and support. In Somali society, women have limited access to information and services to prevent HIV infection; available data show that prevalence is increasing. Under the programme, community-based female facilitators conduct house visits to reach vulnerable women. Their peer education sessions are linked to non-formal education classes or income-generating opportunities, since poverty and illiteracy are key underlying factors that increase women's vulnerability to infection. The programme, launched in 2007 with support from UNICEF, reached more than 30,000 women during the first year. It is now being scaled up.

24. **Preparing for and responding to emergencies**. UNICEF works with CSOs to provide emergency relief. In Myanmar, for instance, UNICEF provided over 30 NGOs with health commodities to mitigate the effects of Cyclone Nargis on the health and well-being of children and women. Such partnerships are based on the UNICEF Core Commitments for Children in Emergencies, which outline the guiding principles, priority activities and roles assumed by different humanitarian actors. Partnerships in the humanitarian field are also guided by the Principles of Partnership, which were adopted by the Global Humanitarian Platform to promote universal minimum standards in humanitarian relief.[9]

25. **Advocating for children's rights and engaging in policy dialogue**. UNICEF and its National Committees convene platforms or common frameworks for joint advocacy with like-minded CSO partners. In many countries, they cooperate with civil society coalitions that actively promote children's rights, engaging

[9] "Principles for Partnership" (Global Humanitarian Platform, 2007); "Guiding Principles for Public-Private Collaboration for Humanitarian Action" (World Economic Forum and United Nations Office for the Coordination of Humanitarian Affairs, 2007) and "Core Commitments for Children in Emergencies" (UNICEF, 2005).

governments in policy dialogue and initiating public awareness campaigns on child-focused topics, such as the sexual exploitation of children, child labour and child soldiers, to name a few. These CSO partnerships provide an effective tool for mobilizing political will at the national level and promoting social and behavioural change at the community level. The German Committee for UNICEF, for example, collaborates with major children's organizations to advocate for the inclusion of children's rights in their Constitution. Civil society coalitions have also produced independent reports on the implementation of the Convention on the Rights of the Child and have advocated for Governments to drop their reservations to the Convention. In many countries, UNICEF National Committees are active members of these civil society coalitions.

26. **Facilitating the participation of children and young people**. UNICEF also engages in partnerships and collaborative relationships to promote the rights of children to participate in decision-making that affects them and to have their voices heard by decision-makers at the highest levels. At the global level, for example, UNICEF supported youth participation in the Special Session on Children in 2002. UNICEF continues to facilitate the Junior 8 Summits, which take place in parallel to G8 Summits. Another example is Speak Africa, the pan-African communication platform and website aimed at improving young people's opportunities to exchange ideas and participate in advocacy and decision-making.

27. **Supporting the development of an active civil society that promotes children's rights**. For UNICEF, CSOs are not merely implementation partners. Rather, the existence of a well-functioning civil society focusing on the rights and the development of children constitutes an end in itself. UNICEF helps CSOs to build their capacities to advocate for children's rights and implement child-focused programmes. By sponsoring training opportunities, convening networks of like-minded CSOs and creating opportunities for collaboration, joint coordination and mutual learning, these partnerships help to ensure the long-term sustainability of child-focused programmes and policy reforms within countries and communities. The development of a Social Contract for Education in Ecuador, for example, has helped tens of thousands of children gain access to a quality education. The initiative, which started in 2002 with support from UNICEF, led to the creation of a broad-based movement of CSO and other actors, including indigenous groups and organizations of women, teachers and students. Together, they advocated for 10 years of free education and provision of learning material for all children. The Social Contract managed to promote a national consensus on education policy and helped to address the main challenges that prevented children from going to school.

IV. Partnerships and collaborative relationships with the corporate sector

28. **Definition**. Partnerships and collaborative relationships with business actors are non-commercial interactions making an identifiable and lasting contribution towards improving the lives of children and protecting their rights. The corporate sector comprises all types of business enterprises, including small and medium-size firms as well as large national and international companies. Grant-making

philanthropic foundations stemming from industrial endowments are also included in this section.[10]

29. **Overview**. UNICEF collaborates with business actors at the global, regional and national level. Its engagement is guided by the Global Corporate Alliances Strategy 2003-2005 and the Global Private Sector Fundraising Strategy 2006-2010. As is the case with CSOs, the current UNICEF data management system does not provide an accurate count of the total number of collaborations and partnerships with companies at any given time. Nevertheless, a total of 628 different companies worldwide that maintain active collaboration, partnerships and contacts with UNICEF were identified as part of a survey conducted in 2008 involving country offices, regional offices, several headquarters divisions, the Private Fundraising and Partnerships division and National Committees. The majority of surveyed companies are located in National Committee countries in Western Europe (38 per cent), followed by North America (13 per cent), Latin America and the Caribbean (13 per cent) and East Asia and the Pacific (12 per cent).

30. **Modalities of cooperation**. Collaboration with companies is based on a written agreement such as a cooperation agreement, or MOU. In the case of large multinational companies, UNICEF can conclude a master agreement at the global level that is supplemented by regional or country-based agreements. Cross-border partnership alliances led by a National Committee are subject to a tripartite agreement signed by UNICEF, the National Committee and the partner company. The UNICEF resource mobilization alliances with the corporate sector are regulated by the Guidelines and Manual for Working with the Business Community.[11] These guidelines establish a rigorous due diligence process in which companies are screened against a set of eligibility and exclusionary criteria. The guidelines also help the development and review of proposals for alliances. A Coordination Committee oversees UNICEF partnerships and collaborative relationships with the corporate sector and approves the use of the UNICEF name and logo.

31. No standard modalities currently exist for types of engagement with business partners other than resource mobilization. However, good practice examples and potential models for engagement are emerging from experiences at country, regional and headquarters levels.

32. **Functions and outcomes**. In the past, the main UNICEF objective for collaborating with the corporate sector was to mobilize resources (mainly cash) in support of its programmes and internationally agreed development goals, including the Millennium Development Goals. This has been changing in recent years. UNICEF contributed to the development of the labour standards in the FTSE4Good index criteria, for example, and has explored other areas of engagement with the corporate sector beyond resource mobilization. These efforts help UNICEF to recognize its potential to make an identifiable and lasting contribution to improving the lives of children. The Global Review of Corporate Alliances (2008) confirmed that business partners are also interested in expanding their engagement with UNICEF.

[10] This definition of corporate partnerships and collaborative relationships explicitly excludes commercial (i.e. procurement and vendor) relationships.

[11] UNICEF Guidelines and Manual for Working with the Business Community (2001).

33. In 2007, company contributions to UNICEF programmes amounted to $117 million out of a total of over $3 billion total revenue from all sources. Important corporate fundraising initiatives include the ING bank Chances for Children programme, the United for UNICEF programme of the Manchester United football club, the annual IKEA soft toy promotion "€1 is a fortune. A child's smile is worth so much", the airline industry's Change for Good® programme and the Starwood Hotels programme Check Out for Children®. Foundations are also important donors for UNICEF. In 2007, for example, 11 of the 193 private sector entities donating over $100,000 were corporate foundations. In addition, the United Nations Foundation alone contributed $71.8 million, Rotary International donated $7.5 million, and the Clinton Foundation contributed $1.7 million. Corporate partners contribute to all programme areas, particularly to child survival and basic education programmes.

34. Further to this engagement, companies have participated in co-developing strategic partnerships having jointly defined programmes that draw on the core competencies of partners, and in co-creating solutions to specific bottlenecks in programme implementation, supply and advocacy. UNICEF, Unilever and the Synergos Institute, for example, jointly set up a partnership for child nutrition in India, the Bhavishya Alliance. Elsewhere, UNICEF collaborated with a private donor and an Ethiopian company to establish local production facilities for Plumpy'nut, a ready-to-use therapeutic food. As a result of the partnership, Plumpy'nut® can be supplied faster and at lower cost throughout Ethiopia. Companies also use their expertise to develop innovations for children. The multi-micronutrient powder Sprinkles, for example, was developed collaboratively by UNICEF, academia and businesses to address childhood anaemia.

35. Business partners have also expressed interest in promoting corporate social responsibility, in working with UNICEF to integrate child health and protection strategies into company supply chain management, and in developing child-friendly workplace policies. Companies further mentioned the co-development of activities to facilitate third party action with communities, NGOs and/or governments in support of children. Several partners have also expressed interest in helping UNICEF to develop its institutional capacity for research and knowledge management.

V. Other partnerships and collaborative relationships

36. Finally, UNICEF engages in a range of other partnerships and collaborative relationships, including with knowledge institutions and the media.

37. **Knowledge partnerships**. UNICEF works with knowledge institutions at the global, regional and country levels — often facilitated through the Innocenti Research Centre — to generate information and knowledge related to children. Partnerships conduct or contribute to research and analysis, provide channels for dissemination of information and findings, participate in technical or peer review processes and build institutional capacity. In most cases, partnerships and collaborative relationships with knowledge institutions are based on contracts. Main partners at the global level include, among others, Columbia University, Harvard University Law School, the World Bank, Child Watch Network, Child Policy Forum, the Open Society Institute and the Organization for Economic Cooperation and

Development. At times, UNICEF also convenes forums to develop ideas and standards for improving the situation of children. The Child-Friendly Cities project, for example, provides concepts and tools and facilitates the exchange of research and experiences.

38. Knowledge partnerships also foster innovative approaches to programming in development. Examples include the collaboration between UNICEF and graduate students from Columbia University to develop a cell phone text messaging project, called RapidSMS, to collect information from field workers. It improves the speed and quality of data collection. The system is currently being piloted in Malawi to monitor undernutrition in children under five years of age and acts as an early warning famine detection system.

39. **Media partnerships**. UNICEF partners and collaborates with media organizations to raise awareness about children's rights and to empower young people and children. The Staying Alive Campaign of MTV, launched in 1998 in partnership with UNICEF and other organizations, informs young people about HIV/AIDS prevention. As part of that campaign, MTV Latin America and UNICEF jointly produced the video "Xpress", in which young people and celebrities talk about issues such as violence and poverty. The video received an award at the recent World Media Festival.

40. UNICEF also convenes or participates in informal social networks using new communication technologies. Voices of Youth, for example, is a web portal maintained by UNICEF offering children and adolescents a platform for exploring and discussing issues related to human rights and social change. Rural Voices of Youth, a youth-initiated project, enables children and young people from many locations to participate in the global dialogue. Another noteworthy initiative is UNIWIKI, which develops innovative communication tools to connect as many young people as possible, using a combination of web 2.0 applications, mobile phones and digital radio technology.

VI. The contribution of partnerships and collaborative relationships to outcomes for children

41. The preceding sections provide an overview of the current breadth and forms of UNICEF engagement in partnerships and collaborative relationships. This section outlines how partnerships and collaborative relationships contribute to achievement of UNICEF strategic priorities as outlined in the MTSP.

A. Focus area 1: Young child survival and development

42. The priority goals of the UNICEF focus area 1 include nutrition, health, water and sanitation, and emergencies. Activities contribute to achievement of several Millennium Development Goals, including 1, 4, 5, 6 and 7.

43. **Nutrition**. In its programmes to improve child nutrition, UNICEF cooperates closely with other United Nations agencies, namely the World Health Organization (WHO), World Food Programme and Food and Agriculture Organization of the United Nations. CSOs and the corporate sector also make crucial contributions to alleviating child hunger and malnutrition, often through the framework of a GPP.

44. Partnerships and collaborative relationships in nutrition have improved policy coordination. Renewed Efforts against Child Hunger and Undernutrition, for example, involves major public and non-public international actors and has led to joint programming among key agencies at country level. The United Nations Standing Committee on Nutrition also involves relevant United Nations agencies as well as civil society partners and has contributed to harmonization of programming among them. Partnerships also mobilize resources for improved nutrition. The Global Alliance for Improved Nutrition, for instance, currently reaches 160 million people with enriched food products, including 80 million individuals vulnerable to malnutrition.

45. Moreover, UNICEF engages with several organizations and networks to raise awareness and advocate for policy change related to nutrition issues. The World Alliance for Breastfeeding Action, for instance, supports awareness-raising and the creation of an enabling environment to increase breastfeeding. The International Baby Food Action Network acts as a watchdog over companies producing baby food.

46. **Health**. The highest number of GPPs is found in health, and many of them mobilize considerable additional resources. The GAVI Alliance, for instance, has raised over $3 billion since its inception in 2000. GAVI reports that between 2000 and 2008 it helped to prevent a cumulative 3.4 million future deaths through immunization. Through its procurement function, UNICEF plays an important role in GAVI, which in 2007 gave UNICEF $47.8 million. These resources helped UNICEF to procure vaccines reaching 55 per cent of the world's children, and almost 700 million single-use syringes. Another major GPP, the Global Fund to Fight AIDS, Tuberculosis and Malaria, reports that by December 2008, it had signed grant agreements totalling over $10 billion. Through these agreements and resulting actions, the Global Fund had helped to save 2.5 million lives by the end of 2008: some 4.6 million people received treatment against tuberculosis; 2 million people received antiretroviral drugs; and 70 million insecticide-treated mosquito nets were distributed.

47. UNICEF also participates in health GPPs focusing on coordination. The International Health Partnership, for example, is a country-led and country-driven partnership calling for all signatories to accelerate action to scale up the coverage and use of health services and to improve outcomes linked to the health-related Millennium Development Goals. Moreover, UNICEF is a member of H8, a forum for health policy dialogue that includes WHO, the United Nations Population Fund, UNAIDS, the World Bank, The Global Fund, GAVI Alliance and the Gates Foundation. UNICEF also works with CSOs for provision of health services. Corporate alliances have played an important role, for example, in enabling the purchase of drugs at reduced prices.

48. **Water and sanitation**. In this programme area, UNICEF engagement with GPPs constitutes one of the most important forms of partnership activity. One such GPP, the Rural Water Supply Network, is a global knowledge network for supply technologies that has contributed to the creation of a joint work plan for research among major organizations. This work plan has enhanced the coordination and efficiency of water and sanitation research. UN Water, a GPP including several United Nations agencies, funds and programmes as well as external organizations, was instrumental in the declaration of 2008 as the International Year of Sanitation.

UN Water contributes to water and sanitation policies by assessing the status of and trends in 'freshwater' at global and regional levels. Also implementing water and sanitation programmes is the NGO WaterAid, a crucial UNICEF partner. In addition, UNICEF works with a range of knowledge institutions to build capacity and enhance knowledge about water and sanitation. These institutions include the London School of Hygiene and Tropical Medicine, Water Engineering Development Centre (Loughborough University), International Water and Sanitation Centre and Water Supply and Sanitation Collaborative Council.

49. **Emergencies**. In preparing for and responding to emergencies, UNICEF has adapted is role over time, increasing the emphasis on coordination, setting norms and standards, building capacities and providing technical support. Humanitarian reform, which provides opportunities for greater coherence among agencies, is being implemented through the relevant inter-agency processes, such as the Inter-Agency Standing Committee cluster approach, where appropriate. The cluster approach assigns United Nations agencies and other organizations as cluster leads for 11 critical areas of humanitarian action. As lead agency for nutrition and water, sanitation and hygiene, UNICEF has developed standard tools and training kits. UNICEF is also co-lead for emergency telecommunications and education.

50. UNICEF has global standby arrangements with 17 partners, including NGOs, government bodies and private companies. Through these arrangements, partners maintain a pool of operational resources that can be deployed upon request by UNICEF to enhance its response to humanitarian crises. For example, the partnership with a private water systems firm, Veolia Waterforce, aims to fill a crucial gap in water supply expertise and provision of equipment such as water treatment units and water analysis labs. In 2007, Veolia specialists supported the UNICEF emergency operation in Bunia in the Democratic Republic of Congo to improve access to safe water for 170,000 people. Standby arrangements have proven to be cost-effective, quick and flexible in responding to crises. In addition, such arrangements form the basis for broader collaboration, for strategic alliances, for the emergence of common practices and for the development of shared standards.

51. Another important initiative is the Global Humanitarian Platform, which brings together NGOs, the Red Cross and Red Crescent Movements, and United Nations and related international organizations to enhance the effectiveness of humanitarian action. UNICEF is also a full member and rotating board member of the Active Learning Network for Accountability and Performance. This network encourages quality improvement and learning in the humanitarian sector by disseminating evaluation results and facilitating the exchange of ideas and experiences. Other partnerships and collaborative relationships focus more strongly on the operational elements of emergency relief. The partnership with Médecins Sans Frontières (Doctors Without Borders), for example, helps to provide children in emergencies with health services; the Deutsche Post World Net partnership provides logistics services in emergencies; and the collaboration with Google™ concentrates on emergency preparedness and community mapping.

B. Focus area 2: Basic education and gender equality

52. UNICEF focus area 2 contributes to the achievement of Millennium Development Goal 2 (universal primary education), and particularly to target 1 (to

ensure that by 2015 children everywhere, boys and girls alike, will be able to complete a full course of primary schooling).

53. GPPs play a critical role in advancing education. For example, UNICEF is a member of the International Advisory Panel of the Education for All (EFA) initiative, a platform led by the United Nations Educational, Scientific and Cultural Organization (UNESCO) that coordinates the approaches of major international agencies supporting education and country policy-planning. Among its achievements, EFA has led to the creation of a funding mechanism. Through the Fast Track Initiative (or FTI, a joint initiative with UNICEF, UNESCO and bilateral donors, administered by the World Bank), developing countries can commit to design and implement sound education plans, while donors commit to align and harmonize additional support around those plans through bilateral contributions or resources channelled through the FTI Catalytic Fund. EFA and the FTI contributed to increasing net primary enrolment rates from 54 per cent to 70 per cent in sub-Saharan Africa, and from 75 per cent to 86 per cent in South and West Asia between 1999 and 2006. At the regional level, UNICEF is an active participant in the Association for the Development of Education in Africa. This partnership serves as a forum for policy dialogue on education in sub-Saharan Africa and works to catalyse educational reform.

54. UNICEF is also active in partnerships aimed at providing education in emergencies. Jointly with the International Save the Children Alliance, UNICEF leads the Inter-Agency Standing Committee education cluster. The introduction of this cluster in late 2006 demonstrated the growing recognition that education is a crucial intervention for children during emergencies. UNICEF also coordinates the Inter-Agency Network for Education in Emergencies, a loose global partnership involving United Nations agencies, international NGOs, education researchers and practitioners fostering communication and knowledge-sharing.

55. Business partners support UNICEF efforts to increase enrolment rates, promote education of girls and enhance the quality of education. The Schools for Africa initiative, for example, raised $40 million for education and reached an estimated 3.6 million children between 2005 and the end of 2008. Its interventions included building and rehabilitating schools and training teachers. Main partners are the Hamburg Society for the promotion of Democracy and International Law, founded by a German businessman, and the Nelson Mandela Foundation. The project is further supported by several companies, including Gucci.

56. CSOs are important partners in implementing education programmes. UNICEF works with a multitude of NGOs and groups at country level to improve the quality of education. For example, it cooperates with ActionAid and Plan International in West Africa to pilot innovative education projects. If they succeed, international NGOs will take them to scale.

C. Focus area 3: HIV/AIDS and children

57. UNICEF focus area 3 concentrates on Millennium Development Goal 6 (combat HIV/AIDS) and in particular target area 1 (halt by 2015 and begin to reverse the spread of HIV/AIDS).

58. UNICEF participates in nine GPPs focusing exclusively on HIV/AIDS and assumes a governance role in four of them. In addition, several of the health GPPs discussed under focus area 1, including the Global Fund, work on HIV/AIDS. Also crucial is collaboration with civil society actors, including organizations of people living with HIV/AIDS, as well as with business partners.

59. UNAIDS facilitates a coordinated global approach to AIDS and assumes normative leadership in order to help to prevent new infections and ensure treatment and care for people living with HIV/AIDS. Its Programme Coordinating Board includes 10 United Nations agencies and representatives from 22 Governments and 5 CSOs. As one of the cosponsors, UNICEF strives to ensure a focus on the impact of the epidemic on children. To this end, in 2005 UNICEF launched the global advocacy and fundraising campaign Unite for Children, Unite against AIDS, involving UNAIDS and other partners. As part of the campaign, UNICEF developed a programmatic response to prevent mother-to-child transmission and infections among young people, protect orphaned and vulnerable children, and facilitate paediatric treatment.

60. The Global Fund to fight AIDS, Tuberculosis and Malaria has been instrumental in scaling up treatment and care programmes. As co-chair of the Global Harmonization Working Group of the Roll Back Malaria Initiative, for example, UNICEF has contributed to increasing the success rates of proposals to the Global Fund, from around 20 per cent to more than 70 per cent, thus contributing considerably to providing additional resources for malaria programmes. Further to these efforts, resources of the Global Fund were used to provide 3.2 million orphaned children with medical services, education and community care.

61. CSOs work with UNICEF to raise global awareness and advocate for policy change. One such example is the Global Youth Coalition on HIV/AIDS, a youth-led global network of young leaders. CSOs are also partners in fundraising, with organizations like the Elizabeth Glaser Pediatric AIDS Foundation having mobilized over $100 million for research, advocacy, prevention and treatment of paediatric AIDS in 2007. Moreover, CSOs are important implementation partners, providing community care to orphaned children and paediatric antiretroviral drugs to children living with HIV/AIDS.

D. Focus area 4: Child protection from violence, exploitation and abuse

62. UNICEF focus area 4 supports achievement of goals contained in the Millennium Declaration, especially section VI.

63. While partnerships are a special responsibility of governments, such collaborative relationships with other entities also make important contributions to child protection. For example, the Inter-Agency Standing Committee Protection Cluster Working Group has produced joint reference documents and training sessions and was instrumental in the adoption of the Paris Principles and Guidelines on Children Associated with Armed Groups. The Code of Conduct for the Protection of Children from Sexual Exploitation in Travel and Tourism has been signed by 241 companies operating in 21 countries, contributing to raising awareness through in-flight videos and training of hotel staff. A partnership with the IKEA Social Initiative in regions of India with carpet, cotton and metal-ware industries addresses

the root causes of child labour through integrated approaches to child survival, education, protection and women's empowerment. The Interagency Panel on Juvenile Justice has produced an official global estimate of the number of children in prison and a manual for training practitioners; in addition it has helped to further joint programmes among partner organizations. The Donors Working Group on Female Genital Mutilation/Cutting builds on the successful model to end the practice that was developed by the NGO Tostan in Senegal, financing the model's roll-out and replication.

64. A crucial initiative has been the United Nations Secretary-General's Study on Violence against Children. The study was produced over a period of three years through a broad partnership of United Nations organizations, Governments, academics and CSOs as well as children and adolescents. The study has been applauded widely for its inclusive process, involving a wide range of stakeholders. The process led to an internationally agreed set of recommendations. Initiatives that evolved from the violence study include the initiation of a common set of global indicators, national studies on violence against children, and revision of laws.

65. Faith-based organizations play a particularly important role as UNICEF partners in child protection. Partnerships and collaborative relationships with faith-based organizations have led, for example, to the inclusion of prevention of child abuse and neglect in religious pre-marriage courses in Malaysia and the Gambia; review of child welfare system reform based on religious texts in the Maldives; and inclusion of child protection issues in fatwas and Friday prayers in Egypt and the Islamic Republic of Iran.

E. Focus area 5: Policy advocacy and partnerships for children's rights

66. UNICEF work in focus area 5 pertains to advocating with, and strengthening the capacities of, governments and societies to design and implement social and economic policies, to take legislative measures, and to allocate budgetary resources to advance the realization of the rights of children and women and gender equality. Priority areas for policy work include child poverty and disparities, social budgeting, social security and social protection, legislative reform, and the impact of migration on children.

67. Partnerships and collaborative relationships are supporting UNICEF work in this focus area on several levels. Knowledge partnerships, for instance, are helping UNICEF to develop internal capacity and expertise. As one example, UNICEF worked with Maastricht University to develop a social policy learning programme for staff members.

68. Partnerships and collaborative relationships also contribute to the data collection and knowledge creation that underpin evidence-based advocacy work. Noteworthy initiatives include the Global Study on Child Poverty and Disparities, implemented in cooperation with national statistical and academic institutions, and the study on Protecting the World's Children, which analyses the impact of the Convention on the Rights of the Child in different legal systems; it was published in cooperation with Cambridge University Press.

69. Another important objective of focus area 5 is to foster the participation of children and young people. UNICEF has supported the establishment of children or youth parliaments in many countries, mostly in partnership with CSOs. An innovative initiative developed in collaboration with Radio Mozambique led to the creation of a child-to-child radio programme. In industrialized countries, National Committees work with civil society partners to involve children in a broad range of processes, including reporting to the Committee on the Rights of the Child.

70. UNICEF partnerships with leading child rights advocacy organizations were crucial in achieving the almost-universal ratification of the Convention on the Rights of the Child. These partnerships remain essential to monitoring its implementation. For National Committees, partnerships and collaborative relationships in the context of national child rights coalitions play an important role in fostering support for advocacy work in industrialized countries. In the Netherlands, the National Committee partners with other child rights organizations on the Kids Count project. Each year Kids Count collects and publishes data at national, regional and community levels, providing policy makers and citizens with benchmarks for child well-being and stimulating debate on children's rights.

71. This mapping exercise shows that UNICEF engages in partnerships and collaborative relationships with public and non-public actors at all levels of the organization, as well as across all thematic focus areas. UNICEF plays various roles in partnerships and collaborative relationships: it can act as a convener or facilitator, provide normative leadership to ensure greater consideration for child rights issues, catalyse policy and behaviour change, and work to strengthen the capacity of its partners.

72. Partnerships and collaborative relationships are crucial to achieving better results for every child. They contribute critical knowledge and expertise, improve coordination of actors, increase access to children and other groups, foster participation in policy and programme design and implementation by those who will benefit from these efforts, boost the effectiveness of policy advocacy, mobilize resources for children, and enhance a child-focused international development agenda.